



MEMORANDUM OF AGREEMENT (MOA)

Between



President, Defense Acquisition University (DAU) and Assistant Secretary of the Navy (Research, Development and Acquisition) Acquisition Reform Office ASN (RDA) ARO, to support the development and maintenance of an active Community of Practice of Program Managers, Deputy Program Managers, major IPT leaders, and their Program Executive Team members.

Background

The shrinking size and experience level of the Department of Defense (DoD) acquisition and program management workforce is taxing its ability to operate and respond effectively in today's dynamic acquisition environment. The loss of knowledge and experience in acquisition planning, problem solving, and program management must be countered. The Under Secretary of Defense has directed the development of an Acquisition Knowledge Management System to counter this problem. The goal of the system is to provide acquisition professionals with knowledge sharing opportunities, problem solving capabilities, and a source for continuous learning, so that they are better able to create, access, and apply acquisition knowledge to attain higher performance, lower costs, and more rapid deployment of our weapon and support systems.

A Community of Practice is a network of people, small and large, who come together to share and to learn from one another face-to-face and virtually. These communities—of practice, of interest, of learning—are held together by a common goal and purpose that is supported by a desire to share experiences, insights, and best practices. The knowledge "engines" of the eventual system are Web-enabled to better support Communities of Practice.

In 1999, ASN (RDA) ARO initiated a Community of Practice development effort in the area of Total Ownership Cost Reduction and has developed an interactive portal into a collaborative electronic workspace, the TOC Knowledge Share Space (TKSS). ASN (RDA) ARO, under a separate MOA dated 30 June 2000, teamed with the Defense Systems Management College (DSMC) to develop and support the TOC Knowledge Share Space. One of the MOA's objectives was to "Develop Virtual Communities of Excellence/Practice (Examples: Acquisition Reform Initiatives such as Total Ownership Cost Reduction; Functional communities such as Financial Management; Job Roles such as Program Managers, Systems Engineers, Logistics Managers, Contracting Officers, etc.)."

The Defense Systems Management College (DSMC) campus of the Defense Acquisition University (DAU) is the designated Program Director for the Program Management career field and has the responsibility to train existing and future acquisition professionals in the disciplines of program management. DSMC has initiated the development of a Community of Practice for program management as an extension of the informal PM community developed under the Executive Program Manager's Course (EPMC). The goal is to establish a Community of Practice and Web-based performance support system to assist PMs, DPMs, and their Program Executive Team in the management of requirements and political, social, technical, economic, and programmatic activities. Since the knowledge base for the community and participants covers all acquisition disciplines, the effort has been elevated to the Defense Acquisition University level.

ASN (RDA) ARO has also initiated comprehensive support activities for program office teams and desires to extend that support through the development of a Program Management Share Space, using the experience and lessons learned from the TKSS development and the comprehensive program management knowledge base resident in the DAU.

A cooperative initiative between DAU and ASN (RDA) ARO to co-lead the development of a PM Community of Practice for all DoD programs will be beneficial to both and to the Department of Defense as a whole.

Objectives

- To develop and support an active Community of Practice of Program Managers, Deputy Program Managers, major IPT leaders, and their program executive team members.
- To develop a performance support system for the community, to assist in the management of requirements and political, social, technical, economic, and programmatic activities.
- To develop a PM Community of Practice share space portal on the World Wide Web providing the following:
 - Program management-focused knowledge and tools from such enterprises and knowledge archives as the Defense Acquisition University, Defense Acquisition Deskbook, Defense Technical Information Center, National Defense University, Naval Postgraduate School, other academia, DoD Services, DoD Agencies (such as DCMA and DLA), other government agencies (such as NASA, FAA), DoD industry, commercial industry (such as PMI), industry and trade associations (such as NCMA, NDIA, AIA), and other archives;
 - Access to other Communities of Practice;
 - Best practices/lessons learned;
 - Contact information for networking;
 - Online collaboration tools;
 - Subject matter expert assistance; and
 - Other functions and knowledge as determined by the community.


Agreement


The purpose of this agreement is to create a partnership between DAU and ASN (RDA) ARO to establish a Program Management Community of Practice, as part of the initiative to develop an overall DoD Acquisition Knowledge Management System (AKMS). Integral to this agreement is the formulation of a Co-Lead OIPT to manage and execute the initiative. Sharing of approaches, methodologies, and techniques in the area of knowledge management, and the deployment of a PM Community Share Space for use by the DoD's Acquisition Community will be cornerstones of the effort.

In order to accomplish the objectives of this agreement, the following activities are envisioned:

- DAU and ASN (RDA) ARO will develop a joint design team and master plan, including expected resource requirements for the development and sustained support of the PM Community of Practice. DAU will provide the team leader, and ASN (RDA) ARO, the deputy leader. Both parties will provide working spaces and tools as required. DAU will facilitate and host meetings at the Management Deliberation Center (MDC).
- DAU and ASN (RDA) ARO will develop and implement a plan for identifying and using resources available to both organizations, within known budget constraints and enterprise business plans.
- DAU will provide the technical infrastructure and host the server for the PM Share Space.

The provisions of this MOA will become effective once signed by authorized representatives of both DAU and ASN (ARO) and will remain in effect until terminated by either party.


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